

BEST PRACTICES & CLASSIC PITFALLS
IN
DIVERSITY EFFORTS

PREPARED FOR GODDARD SPACE FLIGHT CENTER

NOVEMBER 18, 1998

ASSUMPTIONS ABOUT DIVERSITY:

- **EVERYONE IS DIVERSE**
- **EEO & VALUING DIVERSITY ARE COMPLEMENTARY - *NOT* THE SAME**
- **VALUING DIVERSITY IS A NEW PARADIGM *NOT* A PROGRAM**
- **VALUING DIVERSITY BENEFITS PEOPLE *AND* ORGANIZATIONS**

FACTS ABOUT DIVERSITY CHANGE IMPLEMENTATION EFFORTS:

- **MOST ORGANIZATIONS (INCLUDING SOME CONSIDERED "BEST IN CLASS") EXAGGERATE THEIR SUCCESSES AND MINIMIZE THEIR ERRORS**
- **NO ORGANIZATION HAS FULLY ADOPTED THIS CHANGE – YET**

HOW CHANGE HAPPENS IN ORGANIZATIONS:

- **CHANGE MOVES LIKE A WAVE THROUGH AN ORGANIZATION**
- **CHANGE STARTS WITH A SMALL GROUP OF INNOVATORS**
- **PEER INFLUENCE IS VITAL IN IMPLEMENTING CHANGE**
- **AUTHORITY ENDORSEMENT IS ALSO CRITICAL**
- **PRAGMATIC ARGUMENTS ACCELERATE WIDER ACCEPTANCE THAN “FAIRNESS” ARGUMENTS**

THE 5 KEY SEGMENTS: DIVERSE RESPONSES TO CHANGE

- **INNOVATORS: DISCOVER CHANGE**
- **CHANGE AGENTS: CHAMPION CHANGE**
- **PRAGMATISTS: WANT PRACTICAL PROOF OF BENEFITS**
- **SKEPTICS: SUSPECT CHANGE**
- **TRADITIONALISTS: FEAR/AVOID CHANGE**

STRATEGIC IMPLEMENTATION FACTS:

- **DIVERSE PERCEPTIONS OF CHANGE DEMAND TAILORED ADOPTION STRATEGIES**
- **ONE-SIZE-FITS-ALL TACTICS SELDOM WORK & OFTEN LEAD TO:**
INCREASED CONFLICT, CONTROVERSY & CONFUSION
PASSIVE RESISTANCE
BACKLASH
RETREAT
FAILURE TO ADOPT CHANGE

CLASSIC PITFALLS & BARRIERS TO SUCCESSFUL ADOPTION:

- **NO STRATEGIC BUSINESS LINKAGE/ FEW PERCEIVED BENEFITS**
- **CONFUSING AA AND VALUING DIVERSITY**
- **VALUING DIVERSITY AS PROGRAM-OF-THE-MONTH VS NEW PARADIGM**
- **AWARENESS TRAINING AS PRIMARY SOLUTION**
- **EXCLUSION/TARGETING OF STRAIGHT WHITE MEN**
- **LITTLE/NO COMMUNICATION RE: INTERNAL SUCCESS STORIES**
- **IDENTITY POLITICS & OPPRESSION HIERARCHIES**
- **NO EMPHASIS ON COMMON GROUND**

SOME BEST PRACTICES:

- **ARTICULATING THE BUSINESS CASE FOR CHANGE**
- **SUSTAINED COMMUNICATION CAMPAIGN**
- **IDENTIFICATION & INVOLVEMENT OF CHANGE AGENTS**
- *AWARENESS & SKILLS TRAINING*
- **EXECUTIVE COACHING**
- **ONGOING LEARNING & PLAN MODIFICATION**
- **REWARD-DRIVEN DIVERSITY MANAGEMENT**
- **BROAD OWNERSHIP OF CHANGE PROCESS**
- **COMMON BENEFITS = COMMON GROUND**

A COMPREHENSIVE CHANGE PROCESS:

- **IDENTIFY KEY LEADERS/STAKEHOLDERS/CHANGE AGENTS**

- **CONDUCT DIAGNOSTIC & IDENTIFY CRITICAL NEEDS**

- **DEVELOP DESIRED GOALS:**

QUALITATIVE & QUANTITATIVE

- **ALIGN CURRENT PEOPLE MANAGEMENT PROCESSES:**

RECRUITING & HIRING

TRAINING

CAREER MAPPING & DEVELOPMENT

MENTORING

SUCCESSION PLANNING

JOB POSTING

PERFORMANCE MANAGEMENT

COMPENSATION/REWARDS

WORK/FAMILY POLICIES & PRACTICES

BENEFITS

A COMPREHENSIVE PROCESS (CONT'D):

- **DEVELOP REQUIRED TRACKING & MEASUREMENT SYSTEMS:**
 - HRIS TRACKING HIRING/ATTRITION/PROMOTION TRENDS**
 - ON-GOING ADVERSE IMPACT ANALYSIS**
 - ANNUAL EMPLOYEE OPINION SURVEY FEEDBACK**
 - ANNUAL DIVERSITY MANAGEMENT INDEX FEEDBACK**
 - PERFORMANCE MANAGEMENT TRACKING**